

**CONFIDENTIAL***Collector  
3. Requirements*DCI/IC 74-083  
3 June 1974MEMORANDUM FOR: 

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SUBJECT : Some Thoughts on How to Manage  
Collection System Trade-Offs

1. In theory, and to a considerable extent in practice, the SIGINT, COMIREX, and HUMINT Committees of USIB provide coordinated requirements and collection guidance to NSA, the NRO, and the HUMINT community respectively. What is perceived to be lacking is a community mechanism to coordinate collection between and among these three separate collection systems.

2. The ability of the DCI and program managers to make rational judgments on SIGINT/Imagery/HUMINT trade-offs will depend heavily on a more effective system of evaluation than now exists but which, hopefully, will evolve from KEP. Thus, in my view, whatever mechanism is developed to staff out such judgments should be the same mechanism that makes the key judgments in the KEP process. This points inevitably to the NIOs.

3. What will happen in practice is that each NIO, after an accumulation of experience and knowledge based on the data produced by KEP, will say I need X amount of SIGINT, Y amount of Imagery, and Z amount of HUMINT to meet the needs of my bailiwick. George Carver will add up all the X's, Y's, and Z's and present the totals separately to each appropriate USIB Committee. These will be considered the highest priority, rock bottom requirements for each collection system. The Committee will be responsible for determining what additional requirements will have to be added to meet "other" legitimate needs of customers. This process will require brokering not only with the program managers of three collection systems but also consultation among the three committee chairmen and finally clearance through IRAC and USIB.

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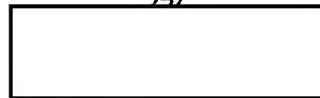
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4. It may be argued that the NIOs are not adequately staffed to assume this new function. In my view, it is inextricably bound up with the function they have already been assigned with respect to KEP. And it should take very few, if any, more people to do the former in addition to the latter.

5. The IC Staff, as now constituted, is not equipped to do this job. The essential ingredient, which only the NIOs are possessed of, is the capacity to make substantive judgments on what kinds of collection systems are producing the required types of intelligence to meet our highest priority needs. The IC Staff can, however, provide the resource cost data which will necessarily be required by the NIOs as an input to their substantive judgments.

6. A super-committee, consisting of the chairman of the three cognate committees, would not be in a position to make objective and independent judgments, although this might be a useful staff element under strong NIO guidance and direction as proposed in paragraph 3 above.



IC Staff

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